

MAJ Jeffery D. Ford
TWI Interim Report
Motorola: Personal Communications Sector (PCS)

Name: Jeffery Ford

Period of Assignment: 16 July 2001 – 15 July 2002

Industry Partner: Motorola Corp

Work unit: Personal Communications Sector

Immediate Supervisor: Rich Valin (Director of Finance)

Program Reviewer: John Owings (Senior VP and Director of Finance)

Job Description:

Operations Controller for the Technical and Product Realization Group (TPRG) on the 3G-Platform with in the Motorola, Personal Communications Sector (PCS). Provide comprehensive financial support by way of budget forecasting, analysis of the Profit and Loss (P/L) statements, and cost control analysis. Lead new concept of Project Accounting to tie engineering work to cost center production.

Objectives (July – Dec 2001):

1. Provide comprehensive financial support to the Technical and Product Realization Group (TPRG) on the 3G-Platform.
 - a. Learned the financial systems (Hyperion and Oracle) that support financial analysis on a daily bases.
 - b. Learned the support database systems (Tigers, CRIS, Compass, FSS, ECOPTS) to name a few. This was important to understand how the processes work.
 - c. Learned internal business processes:
 - (1) Proto-type builds
 - (2) Production tooling
 - (3) Requisition flow processes
 - (4) Hiring practices
 - (5) Estimated efforts
 - (6) Organizational structures
 - d. Participated in the development of the TPRG budget for 2002.
 - e. Developed EXSUM, position paper, and tracking tool for actual cost on Hutchison 3G NRE revenue recognition.
 - f. Provided input to the reorganization of TPRG with a mechanical organization.

MAJ Jeffery D. Ford
TWI Interim Report
Motorola: Personal Communications Sector (PCS)

- g. Conducted monthly Protecting Our Proprietary Information (POPI) self-audits for 3G. Improved compliance by 10% over 6 months.
 - h. Supported M-Gate process by providing consolidated financial and cost information required during M-Gate 8.
2. Develop and lead new concept of Project Accounting.
- a. Developed within our team an understanding of Project Accounting.
 - b. Wrote high-level financial supporting requirements document for the Program Management requirement book.
 - c. Assisted in bringing in KPMG to discuss tying Primavera suite of products to Oracle Projects.
3. Provide support to the 3G-team through cost control analysis.
- a. Provided analysis during the 2002 budget build to reduce costs for the projected budget to support a 6% overall reduction.
 - b. Drove the 3G cost reduction meeting until hand-off to the CRIS system.
4. Control new capital expenditures for the 3-G platform.
- a. Teamed with the SW and HW development teams to reduce the 2002 SAR from \$26M to \$11M.
 - b. Developed requirement for the HW development team to include YRP in support of the 2002 SAR. Reduce requirements by 50% by reviewing requirements with requesting dept mgrs.

Next period (Jan – Jun 2002):

1. Provide comprehensive financial support to the Technical and Product Realization Group (TPRG) on the 3G-Platform.
- a. Evaluate the 2002 proto-build plan to ensure proper budget is available for future builds.
 - b. Assist the IOT build for H3G by providing financial tracking and analysis in relationship to the build request.
 - c. Provide monthly financial tracking and analysis versus the budget for 3G at the macro level as well as the dept level.
 - d. Develop “ramp down & ramp up” plan for Talon/Paragon – Talon II/Paragon II
2. Develop and lead new concept of Project Accounting.
- a. Push 3G to accelerate the implementation of Teamplayer.

MAJ Jeffery D. Ford
TWI Interim Report
Motorola: Personal Communications Sector (PCS)

- b. Take training class on Primavera
- 3. Provide support to the 3G-team through cost control analysis.
 - a. Provide management team with updated proto-DM cost for analysis to reduce the cost for proto-builds.
- 4. Control new capital expenditures for the 3-G platform.
 - a. Reduce the amount of depreciation costs within my departments by doing a comprehensive scrub of all capital on the books.
 - b. Develop Access database to track all future requisitions and produce standardized reports for use by mgrs, PMs and finance.

Self Study Program (July – Dec 2001):

- 1. Compare and contrast the Department of the Army Programming, Planning Budget Execution System (PPBES) versus corporate financial plans by developing 2002 budget for 3G-platform team.
 - a. Worked on the 2002 budget build at the department and group level.
 - b. Worked on the allocation of BGM by estimated efforts.
 - c. Cycle time for guidance and information in relationship to forecast and loaded budgets
 - d. High level guidance to a lesser extent
- 2. Increase my knowledge of Microsoft Access and Excel by working on supporting projects and tasks for the 3G-platform team.
 - a. Attended MS Access basic course.
 - b. Found on Internet an Excel template for the entire function menu. With this I was able to develop more intricate spreadsheets that could perform calculations and provide better analysis.
- 3. Complete independent study on the Certified Defense Financial Manager (CDFM) certificate. **Did not start due to conflicting personal goals. Delete from list.**

Self Study Program (Jan – June 2002):

- 1. Compare and contrast the Department of the Army Programming, Planning Budget Execution System (PPBES) versus corporate financial plans by developing 2002 budget for 3G-platform team. **N/A for this half of the year.**

MAJ Jeffery D. Ford
TWI Interim Report
Motorola: Personal Communications Sector (PCS)

2. Increase my knowledge of Microsoft Access and Excel by working on supporting projects and tasks for the 3G-platform team.

a. Develop a MS Access database for tracking the 2002 SAR requirements.

New or improved techniques that may have applications within the Army:

1. Microsoft Net meetings
2. Program management tools – M Gate processes
3. LEAP program

Recommendations for improving the program:

Problem/situation: Difficulty with the higher level of accounting.

Discussion: I have been in quite a few situations where an advanced accounting degree would have helped enormously.

Recommendation: Advise incoming officer to dust off his/her accounting books. Look at depreciation, capital assets, impaired assets, accruals, and how expenses hit the P/L either for above gross margin or below gross margin.

Problem/situation: Transitioning to remote area without Army support.

Discussion: The Great Lakes Naval Training Center has been helpful but there were still some Army specific issues that they could not handle.

Recommendation: Have outgoing officer provide continuity book that assists in getting relocated. Provide a corporate peer sponsor as well as the outgoing officer as a sponsor.

Problem/situation: Drinking from the proverbial fire hose.

Discussion: You will have a lot of information thrown at you right away. There is a need for some corporate basic training before getting started with your job.

Recommendation: The incoming officer needs to schedule a class to learn how to operate the corporate financial systems (e.g. Hyperion and Oracle). I learned over the last six months. If the incoming officer knew the basics of the programs it would speed his/her learning curve. Knowing where to find information is half the battle. The other half is knowing what to do with it and what it means. That will come with time in the job.